TOURISM and RECREATION PLAN

for the

PROVINCE of NEW BRUNSWICK

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1972 - 1976

SUMMARY REPORT

DEPARTMENT OF TOURISM

Research & Planning Branch
Fredericton 1971

Hon J.C. Van Horne,
Minister

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FOREWORD

New Brunswick's Department of Tourism was officially formed in April, 1971 with the Honourable J. C. Van Horne as Minister. One of the first objectives of this new Department was to prepare a tourism and recreation plan for the Province. The prime purpose of the plan is to provide a rational framework for the development of the tourist industry over the next five years.

The Research and Planning Branch, in preparing the plan, retained the services of Laurentian Institute, an organization specializing in social and economic development. The terms of reference were drawn up by the Department and the consultants worked under the direction of the Director of Research and Planning. Extensive consultation was also carried out with all Branches in the Department as well as the Minister and Deputy Minister. In addition, other departments of the Government indirectly concerned with tourism were also consulted.

Essentially, the plan takes the form of outlining the Department's objectives and presents programs and projects to help meet the objectives. It is recognized that, due to a lack of pertinent research and planning information, further analysis and updating of the

tourism and recreation plan will be required in the future. Therefore, the plan will be carefully reviewed two years after its expected implementation in 1972.

November, 1971

John K. McKay
Director
Research and Planning
Branch.

PLAN APPROVED BY:

R. S. MacLaggan
Deputy Minister
Department of Tourism.

Hon. J. C. Van Horne
Minister
Department of Tourism.

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I. INTRODUCTION

"The post-industrial age is potentially an age of mass leisure" - Dr. J. Farina, Federal-Provincial Parks Conference, October 5-9, 1970. Last year over one million visitors came to New Brunswick to camp, swim, water-ski, fish, sightsee, hunt, or just to relax in a natural setting.

Three-quarters of the Province or about fifteen million acres is a tree-covered upland, interspersed with lakes, streams, and peaks. A panoramic view formed by the combination of farmstead, forest, and often the sea, has earned New Brunswick the label, "The Picture Province". Tides up to 50 feet in height on the Bay of Fundy are responsible for such natural wonders as the Reversing Falls, the Hopewell Rocks, and the Tidal Bore.

To challenge the sports fishermen, the Province offers the Atlantic Salmon of the Miramichi and many other rivers. Inland waters support good stocks of sizeable landlocked salmon, speckled trout, lake trout, pickerel and bass. For the deepsea fishing enthusiast, fishing boats are available for charter.

Sailing, canoeing, and powerboating opportunities abound. Grand Lake and the 65-mile-long Mactaquac Reservoir adds greatly to the available inland cruising waters, together with the many streams, lakes and ponds. River estuaries and bays of the sea provide sheltered, safe sailing areas.

Hunting highlights the autumn season in New Brunswick. Ruffed grouse, woodcock, ducks and geese are popular game birds hunted in New Brunswick. Sport hunting of such big game animals as moose, deer, and bear is carried on in every part of the Province.

Quaint features of the rural landscape in New Brunswick are the covered bridges, including the longest in the world, the 1,282 foot Hartland Bridge, and the Government-operated cable ferries along the Saint John River. These provide a cool interlude during a scenic drive along the river.

During the winter, the generous snowfall throughout the Province provides excellent opportunities for skiing and associated winter activities. There are additional opportunities for developing class 2 slopes that have good snow conditions.*

The Province's highway system provides hard-surfaced roads to all major recreation areas, and gravel and secondary roads give access to many others.

The potential for recreation and tourist activity within the Province is virtually unlimited. At the same time, it has been recognized that the development of the industry must proceed within a rational framework of sound planning and good management in order to approximate the maximum level of benefits obtainable from development of the industry.

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* Classification refers to the Canada Land Inventory, Land Capability for Recreation.

The purpose of this report is to outline a five-year plan of strategy and development for the Department of Tourism in the Province. This plan presents the objectives of the Department at different levels of integration along with the programs and projects which have been proposed to meet these objectives. This plan should not be construed as a rigid set of rules but only as a means of setting out guidelines which in turn must be flexible or subject to change depending on priorities dictated by changing economic, social, or institutional conditions. The plan will be further refined - especially at the program and project level - and updated periodically.

II. PHYSICAL RESOURCE BASE AND CLIMATE

"Our product is a prime piece of real estate relatively unspoiled and undeveloped, much sought after by pollution-conscious vacationers" - J. C. Van Horne, Hospitality, June 1971.

New Brunswick is a roughly rectangular area of 28,354 square miles, bounded on three sides by water - the northeast by Chaleur Bay, the east by the Gulf of St. Lawrence and Northumberland Strait, and the south by the Bay of Fundy and Chignecto Bay.* The Province of Quebec and the State of Maine lie to the northwest and west respectively. At the southeast corner, the 13-mile wide Isthmus of Chignecto forms the boundary with the Province of Nova Scotia.

The topography of New Brunswick is dominated by three main features:- The Chaleur Uplands in the northwest, the New Brunswick Lowland in the east and the New Brunswick Highland in the central and southern portion of the Province.** The New Brunswick Highland is further divided into the Miramichi, St. Croix and Caledonia Highlands.

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* Fifty per cent of the land area is publicly owned. Surface water area has been estimated at 604.5 square miles while the salt water coastline measures 740 miles. The east coast salt waters are rated as the warmest in the Maritime Provinces.

** The latter area has some of the finest skiing and associated winter sport potential in the Maritimes.

Mount Carleton in the Miramichi Highland rises to 2,690 feet, the highest point in the Maritimes. The highlands are wooded, abound in lakes and streams, and are noted for their fish and game. The St. Croix and Caledonia Highlands, generally lower than those of the Miramichi area, give the southern coastline its rocky, high-cliffed character which is unsurpassed in scenery.

The climate of New Brunswick is humid continental with precipitation ranging from 32 to 55 inches per year, of which 15 to 30 per cent falls as snow. (Snow equivalent = 60" - 132").

III. STRATEGIC LOCATION

New Brunswick is located within 1,000 miles of more than 100 million people living in Canada and the U.S.A. It has been estimated that this number will increase to about 108 million in 1975, and will double to 200 million by the year 2000. The effective or limiting distance for vacation seekers is being quickly reduced due to increases in leisure time, income, education, and more expedient access routes to New Brunswick.

Another factor favouring the tourism industry in New Brunswick is that the carrying capacity, in terms of user-satisfaction, is quickly being reached in many areas of northeastern U.S. Consequently, there is an outflow of vacation seekers from these areas who are looking to the north which is not yet saturated - by comparison. Investigation into the actual situation in the United States concerning levels of user-satisfaction and capacity would provide useful information. Some of this data could be derived by questioning U.S. visitors in New Brunswick.

New Brunswick is strategically located as the gateway to the Atlantic Provinces. By car from Upper Canada or the U.S.A., one must pass through New Brunswick on the way to the other three provinces. The only alternative is to take a ferry from the eastern seaboard in the U.S. to Nova Scotia. The major problem is to convince people that they should spend a greater part of their vacation in New Brunswick. This,

of course, presumes that the industry will continue to operate within a Provincial framework as opposed to a regional context.

It appears then that the holding power within the Province must be increased in addition to developing tourist attractions such as the warm waters of the east coast and the potential ski areas which could be classed as having regional drawing power. There appears to be no reason why the warm salt waters of the east coast could not be as attractive and competitive as those in P.E.I. Swimming is expected to be the number one activity from a recreation-participation standpoint by the year 2000.

There are other considerations of strategic location, particularly with respect to marine tourist traffic. The bays and estuaries of the south coast provide high quality sailing and boating opportunities that are within easy access of marine tourists from the U.S. seaboard and Nova Scotia. The east and northeast coasts provide similar opportunities for marine tourists in Northumberland Strait and the Gulf of St. Lawrence. Another strategic consideration is the Port of Saint John. In addition to its prime location, Saint John is a year-round port.

IV. ECONOMY AND DEVELOPMENT IN NEW BRUNSWICK

A. Historical Perspective

The early economy of New Brunswick was characterized by strong external demands for wood and wooden ships in an era of unrestricted trade with the U.S.A. However, with the advent of steel and steam and modifications of the tariff arrangements, this period of economic growth became restricted. The following lethargic period persisted until a new emphasis was placed on development of the manufacturing sector.

Industrial development in the primary sector has increased markedly in the last two decades, with the U.S.A. and Great Britain the prime recipients of the important export market. During the same period activity in the tourist industry has increased rapidly, and this trend is projected to continue.

B. Population and Income

The population of New Brunswick was 626,000 as of January, 1971 - 3,000 people more than in January, 1970. This growth of 0.5% compares with a national growth rate of 1.4% for the same period. The labour force in 1970 averaged 213,000 people with unemployment at approximately 8.0%. Females represent thirty-five per cent of the labour force.

Per capita income in 1970 was approximately $2,000 with average weekly wages at $104.00.

C. Economic Impact of the Tourist Industry

The following estimates of expenditures and employment generated by the tourist and recreation industry in New Brunswick have been derived from a report* prepared by the Department of Regional Economic Expansion in 1971. These figures have been compiled for 1966.

Expenditures of Visitors to New Brunswick	
From U.S.A.	$10,600,000
From Canada	$10,200,000
From Residents of N.B.	$12,300,000
Total Expenditures (1966)	$33,100,000

On day trips, eighty-four per cent of resident New Brunswick expenditures were within the Province. On overnight and extended trips by residents, only forty-seven and fifteen per cent respectively of total expenditures were within the Province. As can be seen from this there was, and still exists, a necessity to encourage residents to spend more of their holiday time within the Province.

Using an estimate of six per cent as the average rate of growth per annum for gross expenditures between 1966 and 1971, a value of $44,287,800 has been derived as an estimate of resident and

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* Some Dimensions of the Tourist and Recreation Industry in the Atlantic Provinces in 1966. A Summary of Data Compiled for the Former A.D.B. Prepared By The Department of Regional Economic Expansion, 1971.

nonresident expenditures for 1971. From this datum, projections to 1976 and 1981 using an average annual growth rate of ten* per cent are as follows:

1971	.....	$ 44,287,800
1976	.....	$ 71,387,646
1981	.....	$115,005,498

As can be seen, an increase of more than 2.5 times the 1971 expenditure level might be expected by 1981.

Estimates from the DREE report indicate that approximately 50 per cent of expenditures are on accommodations and consumption of food and beverages in New Brunswick. Assuming that the percentage was the same in 1971, then approximately $22,143,900 in hotel and restaurant receipts may be attributed to the tourist industry. Expenditures on lodging and restaurant meals have more impact than other areas of traveller expenditures because these industries are labour intensive.

Three of the obvious factors which determine or govern tourist expenditure given the length of visit are:

(1) disposable income

(11) places in which to spend income

(111) items on which to spend income

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* Average annual growth rates have been estimated by consultants and Government agencies at between 6% and 15% for the period 1971 to 1981.

The degree to which any increase in expenditure will benefit the economy is directly related to the multiplier effect of a dollar spent. This effect increases in significance directly with increases in local production of goods and services consumed by visitors. Local production of goods and services must therefore be encouraged so as to increase the magnitude of the multiplier and hence the direct and indirect effects of the tourist dollar.

Regarding income and employment generated by the tourism and recreation industry, it has been noted in the DREE report that $.33 of each tourist dollar spent went to wages and salaries in 1966. In addition, 6,015 man years of employment were generated by recreation and travel expenditures of visitors and residents in 1966. This results in approximately $5,515 of expenditures required per job (average income $3,445).

Assuming an expenditure of $5,515 per job created, then the following projections of employment in the tourism industry may be made:

1971	.....	8,030 jobs
1976	.....	13,000 jobs
1981	.....	20,850 jobs

This assumes a constant average wage of $3,445. Undoubtedly this will increase, thus requiring a greater expenditure per job created.

V. SUMMARY OF LEGAL AUTHORITY AND ADMINISTRATION

On May 5, 1971 under Section 2 of the Executive Council Act, the Lieutenant Governor in Council appointed the Hon. J. Charles Van Horne as Minister of the new Department of Tourism. The appointment was effective as of March 2, 1971.

On May 19, 1971 the Lieutenant Governor in Council transferred all authority as designated in the Parks Act to the Minister of Tourism.

A Tourism Advisory Council has also been established. This body will recommend to the Minister measures to ensure the coordination of tourist development within the Province.

The Department of Tourism consists of an administrative division and six operational branches. (See organization chart - Appendix B).

The Department comprises the former Parks and Tourism Development Branches of the Department of Natural Resources, and the Handicrafts Branch which previously reported to the Office of the Premier. The functions of the old Branches have been expanded and the areas of responsibility re-defined, permitting Branch Heads to concentrate their efforts on specific programs.

The Administrative Branch is divided into three sections; namely, Accounting, Personnel and Services. The Services section is responsible for acquiring and maintaining materials, vehicles and other equipment.

The Tourist Services Branch is divided into Visual Communications and Tourist Information Sections. Visual Communications are responsible for the production of literature, creative writing, and the production of other visual presentations. The Information Section answers all requests for information, operates Provincial Information Centres and distributes literature.

The Promotion and Development Branch has two sections. The Promotion Section is responsible for all advertising campaigns, out of Province offices, participation in travel shows, guest reception, and all other programs of a promotional nature. The Development Section is responsible for industry relations, development of personnel and plant relations, and the inspection of all types of accommodations.

The Handicrafts Branch is responsible for encouraging interest in individuals in various crafts, and development of various crafts on an industrial basis. This branch also operates annually the craft school in Fundy National Park.

Research and Planning Branch is responsible for detailed planning of all Provincial Parks and associated recreation areas as well as long range planning of a system of Provincial Parks. The second major responsibility of the Branch is research on various aspects of tourism and outdoor recreation.

The Engineering Branch consists of a Design Section and a Construction Section. Major functions include detailed design and construction of Provincial parks and other Departmental facilities. The Branch also

provides assistance in major repairs to existing parks.

The Park Operations Branch is responsible for the maintenance and operation of Provincial Parks, and is divided into five districts with headquarters at Edmundston, Campbellton, Newcastle, Moncton, and St. Stephen. (See map of park districts - Appendix B).

At the present time a comprehensive set of regulations - under The Tourism Development Act - is being prepared and is expected to be completed by December 31, 1971. These regulations pertain to private tourist accommodation and will cover such areas as tourist establishment licenses, registration duties of the operator, inspectors, physical requirements, plans and specifications for development, rates and statistics.

VI. REVIEW OF AGREEMENTS

There are three Federal-Provincial agreements which pertain directly to the planning and development of the tourist industry in New Brunswick.

A. New A.R.D.A. Agreement - May 27, 1971

The agreement states the intent of the two Governments to co-operate regarding research, planning and implementation of programs or projects. Basically the agreement outlines the conditions under which programs and projects are shareable re: cost with specific reference to the tourism and recreation sector in rural areas. One of the most significant features is the necessity to relate programs to output (increases in income and/or employment) or to show how the program(s) promote more efficient use and better development of rural lands.

B. Northeast N.B. (F.R.E.D.) Agreement - September 20, 1966

This agreement provided a means of financing and carrying out certain comprehensive development programs in rural areas. Like the A.R.D.A. agreement, it is designed to share costs associated with raising the standard of living in depressed areas via research, planning and implementation of programs. A new agreement is presently in preparation.

C. Mactaquac (F.R.E.D.) Agreement - September 20, 1966

- Amended - October 22, 1970

The purpose of this agreement was to finance the implementation of a comprehensive development plan for the Mactaquac Region, on a shared cost basis. The Agreement covers resource development, attracting private capital to develop recreational facilities and the forest products industry, increased assistance for training, and special assistance for a new service centered community.

The program has been very successful in attracting private investment, and has resulted in the creation of new permanent jobs in the area. The Agreement enabled the Province to develop much-needed high-quality outdoor recreation facilities and services. Further private investment is anticipated in recreation facilities and services. The Agreement terminates in 1972, except for specific sections which will continue beyond that date.

VII. STATEMENT OF PROBLEMS

There are a number of problems which affect the survival and healthy growth of the tourism industry in New Brunswick. The main problems as envisaged by the Department of Tourism are outlined briefly below:

A. There is a lack of variety of developed outdoor recreation attractions and facilities to provide the necessary drawing and holding power for visitors in many areas of the Province;

B. There is a need to extend the tourist season to a year-round basis;

C. The development and promotion of local goods and services for purchase by nonresidents and residents has not received the necessary emphasis to gain the full measure of potential benefits;

D. There is a lack of sufficient research, evaluation, and planning that is pertinent to the tourist industry;

E. Overnight accommodation is lacking in the Province, especially during peak periods, both in terms of quantity and quality;

F. There are tourism and recreation opportunities in the Province which are not developed, and others which are not fully utilized because of the lack of good information for either developers or users;

G. Provincial residents are not aware of the potential benefits to

be derived through promotion and development and this needs to be emphasized;

H. The Province does not have a sufficiently distinct atmosphere, beyond that of "The Picture Province";

I. Many local residents vacation outside the Province because they are not aware of what is available to them here, while others continue to seek opportunities elsewhere that could be developed in New Brunswick;

J. Excluding the United States market, New Brunswick has no international tourist trade;

K. Pollution must be controlled if the tourism industry is to survive;

L. Environmental conditions have been seriously damaged by over-development, commercial exploitation, and a lack or awareness of the importance of maintaining environmental quality;

M. Future generations must be assured of an adequate and relatively unspoiled outdoor recreation resource base.

VIII. STATEMENT OF OBJECTIVES

The ultimate objectives of the Department are as follows:

A. To derive the maximum in economic benefits from the tourist industry by creating more employment and income opportunities for the people of New Brunswick.

B. To preserve and enhance the natural heritage of the Province for the social benefit of both residents of the Province and nonresident visitors.

In order to attain these goals, a strategy of coordination among large and diverse groups of both public and private interests will be necessary. The Plan must be developed to encourage private as well as public investments. Attention must be directed to spatial layout, time horizons and flexibility of the plan.

The sub-objectives of the plan are outlined as follows:

1. To encourage nonresidents of New Brunswick to visit or spend their vacations in New Brunswick.

2. To encourage the residents of New Brunswick to spend their vacations in New Brunswick.

3. To extend the vacation season and lengthen the time spent in New Brunswick on a particular vacation or trip.

4. To educate residents on how to become better hosts and hostesses.

5. To inform the people of New Brunswick as to the value or benefits to be derived from the tourist trade.

6. To provide the desired recreation facilities for residents and nonresidents.

7. To gain more knowledge on supply, demand, and the effects of developing the tourist industry such that an effective and rational planning procedure may be developed.

8. To increase the economic effect of visitor expenditures.

9. To achieve and maintain a high level of environmental quality for the enhancement of outdoor recreation and tourism.

10. To acquire and reserve lands for future recreation and/or preservation areas.

11. To develop better information services regarding the recreational opportunities and facilities in New Brunswick.

IX. PROPOSED AND EXISTING PROGRAMS BY OBJECTIVE

A. To encourage nonresidents of New Brunswick to visit or spend their vacations in New Brunswick.

The means for achieving this goal lies in effective promotion both outside and within the Province. Audio and visual communication media are used and their continued use will be encouraged. However, the problem is to find the most effective means of attracting tourists within this framework.

1. On-going Programs:

   a. Out-of-Province Offices

      These offices will consist of:

      i. Our own offices (Toronto and Montreal);

      ii. Offices in conjunction with other Maritime Provinces (Maritime Offices);

      iii. Use of Federal tourist offices.

One office (in Toronto) went into operation this year. Essentially, the purpose of these centers is to make information available to people in large urban centers. To increase the effectiveness of these centers, it is proposed to have vacation counsellors operating from these offices. More emphasis will be placed on helping people to plan their vacations. This may be specially attractive to people who have not visited the Province before.

b. T.V. and Radio

This includes advertising both outside and within the Province. Fill in spots - after events which cannot be scheduled precisely - will be utilized. This form of promotion has been found valuable to other agencies. In addition, sixty-second spots will be considered for promoting the industry.

Radio can be effective in enlightening tourists on current events within the Province. Information services can also be provided and will be encouraged. Tourists can be informed upon entering the Province as to the times they can hear about events, activities, or other items of special interest to them.

c. Magazine Advertising

This has been a common media used by many Provinces and States to promote their particular attractions. More attention will be focussed on determining where to advertise and in what magazines or newspapers. Questions such as "how effective is this type of advertising as opposed to personal communication or television presentations" will be examined.

d. Travel Shows

This includes the set up and display of information

services at travel and sportsman shows outside the Province. As it provides a medium for personal contact, this form of promotion will be continued. However, a closer look is needed regarding the interest group or clientele served by these shows and their relative contribution to the industry in New Brunswick.

2. Proposed Additional Program:

A mobile van, properly outfitted as an information center, is one of the most effective means of informing people about the opportunities for recreation and tourism in the Province. Theme displays would be interchangeable so that they could be used in the mobile center, in a display window, or other locations as required. The mobile center would be for use within and outside the Province in shopping centers, and to inform clubs, organizations, schools, and other groups about New Brunswick.

Areas on the eastern seaboard and the southern States - where potential markets exist for package tours - would be best served by such a unit. However, it would be necessary to examine State laws regarding such a venture.

In summary, it appears the achievement of this objective may be rendered more efficient by directing the promotion to

selected groups such as children, special activity seekers, and the international market. An important point to consider here is that children play a large - if not dominating - role in selecting the vacation spot of the family.

B. To encourage the residents of New Brunswick to spend their vacation in New Brunswick.

This particular goal may be achieved by employing essentially the same strategy as that used in accomplishing objective A. The following are two programs set up to accomplish this goal:

1. Radio and T.V.

   This program is designed to communicate to the people of New Brunswick the facilities and attractions that the Province has to offer. Reasons why they should spend their vacations in the Province should be emphasized. Here again children should not be neglected.

2. Educational Services

   Here the program is designed to provide schools, universities, service clubs, and other groups with speakers, films, illustrated talks, and special feature presentations. Its purpose is to stimulate a greater awareness and appreciation of history, culture, resources, development, and quality of life and environment in New Brunswick. Not only will the program be helpful in encouraging residents to vacation in

the Province, but they in turn will encourage more friends and relatives to come to New Brunswick for reunions, homecomings, other special events, and more vacations.

C. To extend the vacation season and lengthen the time spent in New Brunswick on a particular vacation or trip.

This objective is related to the fact that because of New Brunswick's strategic position, it has been regarded as "a pleasant place to see" as one passes through on a trip to P.E.I. or Nova Scotia or on the return trip to the U.S. or "Upper Canada". That is, the Province has not been considered as a primary destination area in the Maritimes.

To help alleviate this problem, two approaches are envisaged: the first is to increase the holding power by development of a variety of facilities and activities of which the visitor may partake; while the second is to promote activities and facilities such as skiing, winter camping, hunting, fishing, and convention facilities. All the programs directed to achieving this objective are covered in other sections of the report, such as "the development of required facilities", and "encouraging non-residents to visit New Brunswick". However, it is important to note here some ways or means by which this objective may be accomplished.

Winter recreation represents a potential area for encouraging year-round activity such as skiing, snowmobiling, ice fishing, and winter camping. Since overpopulation in relation to user-satisfaction in many areas of northeastern U.S. is quite likely to become a prevalent fact, an obvious choice for the outflow would be New Brunswick because of its potential for such activity.

Such activities as hunting for big game, waterfowl, and upland birds have further potential for extending the fall tourist season. The extent to which these activities can be increased must be assessed and action taken accordingly. The fall is also a time for conventions. New Brunswick can be promoted as a place for conventions requiring a quiet, serene setting away from the "giant parking lots".

Salmon fishing, sea trout runs, brook trout, and lake trout provide an opportunity for extending the tourist season in the spring period. Assessments of these activities are needed to determine the best promotion and management approaches. This could be tied in with the program on assistance for private development to be discussed in a following section.

Such methods as price discrimination (off-season rates, package tours, etc.) may be used effectively in this regard. The preparation of a New Brunswick Tour Brochure to describe special interest tours in fall, winter, and spring is currently being carried out by a group of consultants.

D. To educate the residents of New Brunswick on how to become better hosts and hostesses.

The accomplishment of this objective is a direct function of the degree of training which is available to those people engaged in the tourist industry. The skills and techniques required to please the tourist must be made available and communicated to both public and private participants. In 1966 only 16% of employees in the tourism industry in the Province had any training, according to a DREE report.*

The following program is already in operation:

1. Hospitality Seminars

The Department has developed a program of seminars to assist those interested parties who are most intimately concerned with hospitality. Based on request, the seminars are held across the Province annually, in cooperation with Junior Chambers of Commerce, Boards of Trade, and similar organizations. In 1971 more than 900 people attended the seminars.

Each seminar is of 3 1/2 hours duration. They are a combination of general meetings and workshops. The latter are divided into five sections:

- retail trade,
- restaurants,
- service station and transport,
- accommodations,
- citizens

* See footnote, page 9.

The focus of the hospitality seminars is on creating a greater awareness of the importance of hospitality in the tourism industry, and how individuals in their daily routine can be more hospitable hosts to visitors.

The value of this program in assisting those who are in direct daily contact with tourists can be indicated by the present need to double the scale of the programs for 1972 in order to meet the requests for seminars.

The following new program is designed to accomplish the above objective:

2. Training Courses

Training courses will be set up in hotel-motel management and administration, both for present operators and potential operators. Two project approaches are being considered, and both may be used. They are:

a. Courses at educational institutions;

b. Training courses for accommodations, restaurant and service facility, and accounting.

A study will be undertaken to assess the costs and benefits of these projects. Comparable courses given in other parts of Canada, the United States, and Europe will be examined to determine their possible usefulness in New Brunswick.

If the tourist industry is going to thrive, it is mandatory that the hosts and hostesses be prepared to cater to their clientele in a manner which will make the visitors want to return and stay longer.

E. To inform the people of New Brunswick as to the value or benefits to be derived from the tourist trade.

This objective is indirectly related to that of attempting to get more of the residents to spend their vacations in New Brunswick. The means by which this goal may be attained is that of educating the residents - especially those who have contact with visitors and those in the younger age classes. It is hoped that by pursuing this objective a Provincial feeling of goodwill and welcome will be generated.

1. Some of the existing programs which fit in with this objective include:

   a. Educational Services

      Efforts must be directed to the citizens, including the younger generation, as to the value of the industry and how it can be enhanced. Opportunities within the industry should be presented with the idea of promoting interest in active participation in the industry.

   b. T.V. Commercials and Talks

      This presentation might be combined with that of

encouraging residents to spend their holidays in New Brunswick.

c. Literature Preparation and Distribution

This program would present to the people figures on the value of the industry to the Province. It should be transmitted in a way such that children can understand as well.

2. The fcllowing program has been added:

a. Booth Displays

Essentially this is simply a visual presentation of the value of the industry and will be placed at strategic places within the Province, as a part of the mobile van system.

F. To provide the desired recreation facilities for residents and nonresidents.

Probably the most encompassing of all the objectives, this one is related to the development of the infrastructure, both privately and publicly. The essence of achieving this goal is to determine, where possible, the number, variety, type, and quality of recreation and tourist facilities that residents and nonresidents desire.

A preliminary step must be the definition and designation of major use areas - existing and proposed. The spatial distribution of different facilities must be considered in light of

highway development, recreation capability (C.L.I.), and competitive developments in surrounding areas. At present four main travel ways have been designated; the Acadian Trail, the River Route, the Nashwaak - Miramichi Trail and Ocean Drive. (The Department is also considering the establishment of a Confederation Trail).

What type of facilities and where they should be located within designated areas must be considered. As one of the ultimate objectives is to create employment, then perhaps relating the costs to man years of employment, is one criterion to use. A format such as this has been established by the Department to document all programs and projects.

Since the Government is responsible for overall policy planning, more assistance in education and financing to the private sector needs to be provided. The need for long term loans has resulted in an extensive study by the Federal Government.

Programs under this objective include the following:

1. Public Programs

   a. Provincial Parks

      By the end of 1970, there were 67 Provincial Parks in New Brunswick with a total area of 53,307 acres. These parks fall into seven classes, as defined by the Provincial Parks classification:

CLASSIFICATION	NO. OF PARKS	AREA (ACRES)
Recreation Parks	22	4,748
Campground Parks	11	291
Picnic Ground Parks	23	174
Wildlife Parks	1	1,178
Marine Parks	1	600
Resource Parks	1	46,090
Beach Parks	8	236
Total	67	53,307

The objectives for Provincial Parks are as follows:

- To provide outdoor recreation areas in a natural environment for the enjoyment and benefit of the citizens of New Brunswick and others who wish to use them;
- To establish parks to preserve important or unusual natural features;
- To reserve areas for future use to meet anticipated demands;
- To preserve the natural environment in parks by restricting practices which would significantly alter the environment and by providing only facilities necessary for the well being and safety of the park visitor and the enjoyment of outdoor activities;
- To promote in the park visitor, an appreciation of the natural environment and the inspirational enjoyment of nature.

The total 1970 attendance in the Parks system was estimated at 3.4 million visitors - an 11.6% increase over 1969 and a 50-fold increase over 1961. The number of campers reached nearly 170,000 - an increase of 7.7% over 1969 and nearly a 3-fold increase over 1961.

The park development strategy for the Province envisages four park systems which complement and supplement each other in function, facilities, and location. The four systems are the National, Provincial, Municipal, and private parks.

The purpose of National Parks is to preserve significant features and areas as a national heritage for the benefit of the Canadian people. Nature must come first in these parks, unless it does, overuse will lead to the destruction of the very features they were intended to protect. To complement the large National Parks where nature takes priority, there is a need for equally large Provincial Parks where recreation for people is the main consideration. This has formed the basis of the major parks strategy in which the two National Parks will be complemented by two Provincial Parks. The Provincial "parks for people" concept will establish a balance between conservation and multiple use of park resources. The overall system of parks in the Province will place every New Brunswick citizen within a one hour drive of a park, and every

citizen will be within 100 miles of a major resource-oriented park, either Federal or Provincial.

The Provincial resource-oriented parks will include Mount Carleton, in northern New Brunswick, and Loch Alva, in the south. The continued development of regional type parks will include such areas as Sugarloaf Mountain, Chaleur, Spednic Lake, Lake Utopia, The Anchorage (Grand Manan) and Les Jardins De La Republique (Edmundston). In addition, a major project in updating and renovation of existing parks is also included in this program.

Municipal parks in New Brunswick fulfill a vital role through the provision of day-use recreation facilities and campsites for community residents and visitors. There is an obvious need for additional Municipal park facilities to accommodate specific needs and opportunities.

Private parks and campgrounds are playing an increasingly important role in providing facilities for both residents and nonresidents. It is our policy to encourage this kind of development by the private sector. While the Province will continue to provide new camping facilities in parks, no attempt will be made to meet the full demand. Provincial campgrounds will perform two functions in this regard; that of accommodating the base load, and providing a standard

of quality to guide the private developers and the public. The following table indicates the direction that campground development is likely to take in the foreseeable future:

Campsites in New Brunswick

Agency	Number of Sites			
	1968	1971	1975	1980
N.B. Government	1,480	1,576	2,300	3,800
National Parks	869	1,064	1,420	1,770
Private	4,241	n.a.	fairly rapid growth	
Municipal	692	n.a.	slow growth	
Total	7,282			

b. Community Programs

The recreational needs of local residents and the opportunities to attract and service large numbers of passing motorists have given rise to the need for a new level of emphasis on community-oriented parks and tourism facilities. There have been strong and continuing pressures generated by communities over the past decade for assistance in financing the development of such parks and facilities, based on the argument that they are a necessary integral part of any community, and that the community should therefore be assisted by the senior governments. Their case is a valid one in view of the experience to date with well-planned, high quality facilities.

A case in point is that of Grand Falls. It is adjacent to the Trans-Canada Highway, and has a potential major attraction in its unique natural gorge which requires rehabilitation and preservation. The community is not presently well equipped with day-use recreation and related facilities and services. It is our view that this kind of development requires a new three-way cost sharing arrangement involving the federal, provincial, and municipal governments in order to achieve the necessary scale and levels of quality in such a project, as well as to maximize the local impacts and benefits to be derived from it.

However, not every community can expect to successfully develop parks and related facilities; location is of prime importance, as well as the nature of the resource base and size of the local market. Also, it is important to realize that a system of large parks strategically located throughout the Province provide more attracting and holding power in a region than numerous small parks.

It should be remembered, however, that it is not necessary for every community to have a tourist-oriented park in order to promote tourism. First priority should be given to the development of attractions, followed in time by servicing facilities. Attraction development need not be expensive and can take the form of such things as clean-up campaigns,

beautification programs, local celebrations or the development of a unique or historical attraction.

c. Boating Facilities

New Brunswick has some of the finest inland and coastal boating opportunities available in North America, covering the full range of craft from the smallest sailboat to luxury yachts. One of the major inhibiting factors to further development in this regard is the lack of adequate launching and servicing facilities. There is a need for a province-wide system of boat launching ramps to provide a more equitable spatial distribution of public access to boating waters. The requisite marina facilities for servicing, repairing, rebuilding, and storage of pleasure boats and equipment are needed in a number of locations; principally along all the coastlines, Mactaquac, and the Saint John River system - including Grand Lake.

d. Canoeing

The river systems of New Brunswick are well suited to canoe tripping and have been used for this purpose for centuries. All of the prime routes were once the main avenues of travel for the Maliseet and Micmac Indians. The growing interest in wilderness travel and appreciation of environmental quality

has generated a sharp increase in canoeing. As a result, the Department of Tourism is placing a correspondingly greater emphasis on this activity, through the improvement and maintenance of existing routes, and the development of new ones. More work will have to be done in charting and describing individual routes and route systems to provide information to canoe trippers, and for promotional purposes. The mobile information van would be one way to promote this activity because it gives those interested people access to a more complete information package than would otherwise be possible.

e. Historic and Cultural Development

New Brunswick's historic and cultural heritage is of particular significance to the residents of the Province. This heritage is an integral part of both the recreation-tourism resource and the educational system of the Province. Therefore, historic and cultural developments must serve a dual role.

On the recreation-tourism side, experience in the Province and elsewhere indicates a strong and growing interest in peoples' heritage. For example, annual rates of increase in the number of visitors to historic sites and related developments have exceeded those of parks.

In terms of education, organized tours and study sessions by

schools and university students and adult groups of historic and cultural developments, are an established element of educational programs.

This program is the responsibility of Historical Resources Administration and would include such projects as the Kings Landing Historical Settlement and the Acadian Trail proposal.

f. Service Centers

Increasingly there are efforts to separate visitor servicing functions associated with major park developments from the main functions of the park. Experience also indicates that visitor servicing functions cannot be allowed to develop indiscriminately outside park boundaries. There must be some control to ensure maintenance of environmental quality and to ensure adequate levels of servicing.

The development of Kouchibouguac National Park will require a service center. The Province will provide the site and basic infrastructure, as well as establish qualitative and quantitative standards for private enterprise to carry out the visitor servicing functions.

g. Recreation Development on Indian Reserves

The New Brunswick Indians face both high levels of unemployment and severely limited economic development

opportunities. Outdoor recreation is a possible source of employment for a small number of people. The opportunities vary by reserve and location. The development of any opportunities depends on the joint efforts of IAND and the bands concerned.

h. Recreation on Crown Lands

The New Brunswick Crown Lands provide year-round outdoor recreation opportunities for both residents and tourists. New user preferences of activities and new attitudes are changing the nature and scope of recreation on Crown Lands. The rising level of concern over environmental quality has generated greater demands for access to primitive areas by walking trails and canoe routes. New recreational vehicles are generating a great need for quick response in planning and management on Crown Land.

2. Private Programs

a. Assistance for Private Development

Private operators providing tourism facilities and services in New Brunswick have done so without benefit of government financial assistance programs. Their financial needs have been met through traditional money sources, including their savings. To date, only technical assistance has

been offered to prospective campground developers.

The market to which they are catering is rapidly becoming more sophisticated and demanding. Private operators must be in a position to change in response to their market. Many smaller operators are not in a financial position to do so nor can they obtain adequate private assistance on terms and conditions that they can meet.

Large operators, such as the chains and diversified corporations are in a better position in two respects. They have greater resources and capabilities at their disposal to obtain private financial assistance on favourable terms; and secondly, assistance is available to large operators through the Federal Department of Regional Economic Expansion.

There are a total of 386 government-inspected hotels, motels, cabins, and tourist homes in New Brunswick. Of these, there are 15 establishments with more than 75 rooms or units, 67 establishments with 25 - 74 units, and 304 establishments with fewer than 25 units. There are also 116 private campgrounds and day-use areas in the Province. It is the smaller accommodation establishments that have difficulty obtaining adequate financial assistance.

There is, therefore, a need for a Provincial program of loans and loan guarantees for small operators for expansion,

refurnishing, facility conversion or diversification in order for them to remain both viable and competitive in relation to their larger counterparts.

In addition to financial assistance, the Department will continue its policy of offering technical assistance in the development of campgrounds by providing guideline booklets and on-site inspections. Consideration will be given to expanding the technical assistance program to include other types of tourism facilities and services.

b. Summer Village Development

As previously noted, it is in the economic interest of the Province to encourage visitors and residents to spend their entire vacation in New Brunswick. New types of facilities must be made available and advertised to increase the drawing and holding power of the Province as a vacation destination.

New Brunswick has resources and opportunities to create new vacation destination situations. Particularly, there are high quality warm salt water and fresh water undeveloped shorelines. The Province is considering possible ways and means of developing segments of these shorelines on a planned and controlled basis in cooperation with the private sector.

The present lack of high quality seashore and lakeside cottages available for weekly or monthly rentals presents an opportunity to develop cottage cluster systems or summer villages, as vacation destinations for residents and nonresidents of the Province.

Summer village development will be undertaken as a pilot program to enable the Province to:

i. increase its drawing and holding power as a vacation destination,

ii. establish standards for shoreline development,

iii. work out new ways of operating jointly with the private sector in the recreation-tourism industry,

iv. provide new job opportunities in rural areas,

v. encourage new work in cottage and site design and

vi. assess new techniques for waste management in cottage areas.

The concept requires articulation and refinement which can be obtained through a feasibility study including location and site analysis.

G. To gain more knowledge on supply and demand and the effects of developing the tourist industry such that an effective and rational planning procedure may be constructed.

Essentially this involves the further expansion of the research and planning unit such that studies may be conducted to determine what is really needed and how the industry should be developed. This would include monitoring what is being done in other areas at provincial, regional and national levels.

Programs under this objective are as follows:

1. Inventories and Surveys

Much of the inventory and survey work done to date has been carried out by the Federal Government. Their research efforts have been particularly valuable to us, and cooperation has been very good. A case in point was the domestic travel survey. It was carried out by the Department of Industry, Trade, and Commerce, in cooperation with the Province. It afforded the Province an exceptional opportunity to gain additional specific travel information concerning tourism through a "piggy back" arrangement and we would welcome the opportunity to participate on other projects in this manner.

This year the Province has initiated its own Auto Exit Survey, which is a sample interview of nonresidents as they leave

New Brunswick through the major exit points. The Province has not previously conducted this type of study. The survey analysis will establish visitor group profiles according to origin, destination, purpose of trip, activities, expenditures, length of stay in the Province, and other socio-economic characteristics.*

Inventory information on the resource base already exists through the Canada Land Inventory. It is anticipated that new needs will require updating and refinement of C.L.I. work, as well as obtaining new information.

2. Economic Analysis and Program Evaluation

As an integral part of its new program planning approach, the Department of Tourism is establishing a new program for economic analysis and evaluation. The core of this program will be cost-benefit analysis of programs and projects in tourism and recreation - both existing and proposed. This work will continue through 1976.

Two other analytical studies will be carried out in 1972. The Federal Government carried out a facility inventory in recreation-tourism in 1969. The inventory data is available

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* These data will provide part of the basis for adjustment and change in recreation-tourism policies and programs concerning nonresident visitors. The study will be repeated again in 1973 and 1975.

but it remains to be analyzed at the Provincial level.

A third analytical study will begin in 1972 and continue through 1976. Initially, it will be an analysis of existing resource base inventories as to their content, strengths, weaknesses, and usefulness in planning for both development and preservation.

3. Planning for Short and Long Run

The Province is already in the process of planning on the basis of one and five year time horizons for recreation and tourism. The five year planning includes programs, projects, timing and cost estimates, revised ahead annually. Also, there will be a complete plan review and revision at the end of each designated five year period.

Short term planning is being carried out on a one year basis for the purpose of program and project revision, within the five year framework.

The one and five year planning horizons enables the Province to set long term policy direction for recreation-tourism, with the necessary flexibility to accommodate changing conditions and circumstances.

4. Research Projects

By establishing a policy and program planning framework geared to achieving a given set of objectives in the field of recreation and tourism, it is possible to focus scarce research funds on specific research needs, on a priority basis. This has not been the case in Canada in the past. New Brunswick intends to pursue a selective, problem-oriented research program with a strong socio-economic bias during the 1972-76 period. The research approach will stress economic performance within the Province, while the assessment of behavioural characteristics and changing attitudes will dominate work elsewhere.

H. To increase the economic effect of visitor expenditures.

The basic means of increasing the effect of tourist expenditures lies in the area of producing local goods and services for consumption. Rather than importing souvenirs and other goods bought by the tourist, more effort should be directed to production of local goods.

The following programs will help to attain the aforementioned objectives:

1. Handicraft Development

The Province has had a handicraft industry for many years. There are both artisans and products of international stature.

Essentially, the industry is made up of two groups, those who are primarily concerned with artistic expression and creativity in their work; and those who are interested in the production of high quality handmade items for specialty markets.

Higher disposable incomes, coupled with increasing appreciation for quality, are two factors which are creating a continuing strong demand for local hand-crafted items. The increasing number of retail craft outlets in both large and small centers reinforces this view. It is likely that higher volume sales of handicrafted items will be made largely at the expense of mass-produced, low quality souvenirs.

The Province is currently operating two craft "schools". The first of these is to have new craftsmen and the second, in Fundy National Park, provides an arts and crafts program for park visitor participation.

Because handicraft production provides substantial local economic impacts, with relatively little "leakage" outside the Province, as well as being an export item, the Province intends to proceed with a handicraft development program. The program is intended primarily to train and encourage more New Brunswickans to produce hand-crafted items for sale in the Province and elsewhere.

Projects under this program would include more information

and counselling, design services, craft courses and more craft schools at different locations in the Province.

2. Handicraft Marketing

One of the traditional problems in the handicrafts industry is that of marketing. It is an inherent problem because of the scale and spatial dispersion of production activities. New systems of marketing organization must be worked out to achieve a predictable flow of quality items to the retail level. The Department of Tourism will be working in close cooperation with the Department of Economic Growth because of their heavy involvement and experience in marketing work.

A substantial part of the marketing effort will be to utilize a mobile van display of New Brunswick handicrafts in large metropolitan centers, and participate in handicraft exhibitions. The purpose of these displays is to:

a. provide greater exposure of New Brunswick handicrafts at the consumer level to generate increased product demand;

b. identify patterns of consumer preference to establish a new process of production response on the part of interested artisans.

The development and marketing programs are designed to be mutually reinforcing through the process of "response-generation".

I. To achieve and maintain a high level of environmental quality for the enhancement of outdoor recreation and tourism.

While the responsibility for programs designed to meet this objective does not rest primarily with this Department, it will continue to work closely with other Departments concerning the entire environmental scope. Where necessary, the Department will be pressing for effective zoning regulation of land, air, and water use practices that endanger the tourism industry and the recreation resource base; such as junk yards, removing sand from beaches, signs along highways, forest cutting practices, waste disposal, or the location of new premises. The Department will ask for enforcement of the Unsightly Premises Act and consideration will be given to drawing up a Panoramic View Act, which would make it an offence to ruin a scenic view. Such legislation already exists in Europe and it will be examined by the Department.

The Department is and will continue to work in cooperation with the Department of Highways in a program to clean up litter along Provincial roads and highways, and to keep them clean. The Highways Department has designed and provided a system of signed litter receptacles at strategic points along the highway system for use by passing motorists.

Tourism carries out the public information and promotion phase of the campaign through an advertising program that includes free

litter bags, posters, counter cards, as well as radio and T.V.

Concern with quality of environment, as perceived through highway, waterway, and other forms of travel, places new emphasis on this kind of program.

J. To acquire and reserve lands for future recreation and/or preservation areas.

This objective must be linked with the overall development policy for the Province.

Some of the programs under this objective include:

1. Park and Recreation Reserves

Agencies concerned with the acquisition and development of public lands have always been faced with the problem of providing adequate reserves of land for future use. Lip service is paid to these needs both by governments and others, but seldom are minimally adequate funds budgeted for this purpose.

The net result is that lands for public use tend to be purchased as required, rather than as prime areas become available, thereby substantially increasing the cost to the public treasury. Many prime public areas are also lost for all time through this process. New Brunswick intends to avoid this

traditional situation as far as possible, by establishing the necessary procedures and allocating funds now to acquire prime areas for both preservation and public use - even though these lands may not be utilized in the near future.

Heron Island and Minister Island are present examples. They are two of the last islands along the entire length of the Provincial coastline - that are available to purchase and have suitable salt water beaches for public use. They should be reserved for future use.

The situation is essentially the same for high quality coastal shoreline throughout the Province. Steps must be taken now to reserve some of it for enjoyment by future generations.

2. Shoreline Management

For many years the Province has indiscriminately leased shorelines and lots for private camps and cottages on Crown Land. As a result of increasing numbers of leases on accessible water bodies and consequently water use pressures, the Province is preparing to intensify its levels of management in these areas, and to thoroughly reexamine the approaches to leasing. More public access must be provided to Crown shoreline, while both water bodies and shoreline must be managed carefully to maintain or increase carrying capacity without sacrificing environmental quality.

3. Wild and Scenic Rivers

"We have harnessed many of our rivers, dedicating some to navigation, others to power, water supply, and disposal of wastes. But we have not yet made adequate provision to keep at least a small stock of our rivers as we first knew them: wild and free-flowing. In a Nation as bountifully endowed with rivers as ours, it is time to do so".

The above quotation is by U.S. President Nixon as he put before Congress the Wild and Scenic River Act in 1968. It is evident that Nixon's words could apply equally as well to New Brunswick. The Province has many excellent rivers, some of which, although not necessarily National in stature, require protection to guarantee the preservation of this invaluable and irreplaceable resource.

The Department of Tourism will, therefore, explore the possibility of establishing wild river (or scenic river) Provincial Parks to (a) ensure that they remain in their natural state and, (b) provide a wilderness recreation experience for residents and others who wish to use them. In addition, the Department would be willing to discuss the possibility of a National system of wild river parks with the Federal Government.

K. To develop better information services regarding the recreational opportunities and facilities in New Brunswick.

This objective indicates a need for services within the Province aimed at enlightening tourists and local residents as to what the Province has to offer.

The following programs are presented to help meet this objective:

1. Orientation Centers

Information and communications are daily becoming more important and critical factors in our complex society. They are the lifeblood of the recreation-tourism industry since every tourist is totally dependent on new and different information - communications systems when away from his home environment. Tourists will stay longer and return more often to areas where they can obtain complete and factual information concerning their travel routes, accommodations, interests, and activities.

In recognition of this fundamental need, New Brunswick is moving toward the design of a new type of tourist orientation center. Five of these will be designed and constructed over the next five years - one at each major auto-entry point into the Province. In addition, one will be developed in the Mactaquac region.

Each orientation center will be constructed so it can be operated on a year-round basis. It will provide a complete source of information for visitors. In addition to maps, brochures, and booklets, each center will have the necessary audio-visual aids to properly present scenic travelways, unique features, park settings, fishing areas, and historic sites to assist visitors in finding items of particular interest to them. The centers will also contain displays of products made in New Brunswick to encourage purchasing of local goods.

2. Signing

All automobile parties - both resident and nonresident - depend heavily on the signing along the road network for directional and locational information. Direction and regulation signing is provided by the Department of Highways; and locational and advertising signing along and adjacent to the road network is provided by private operators.

The problem of uncontrolled and uncoordinated signing is essentially twofold:

a. it is confusing to the motorist, rather than informative,
b. uncontrolled signing results in deterioration of environmental quality along travel corridors.

The Province is working towards a coordinated information signing system for the road network, encompassing public and private signs for direction, regulation, and location. A set of standards is being developed, based on combinations of shape, size, colour, and symbols.

Each of the four major travelways will also require new and distinctive signing for tourists to follow.

The Department of Tourism works in close cooperation with Highways for park signs. Over the next five years the Department of Highways plans to upgrade signs, remove unnecessary ones, and concentrate on symbolism.

3. Inquiry Servicing

The problem of providing information and services to tourists on request is a task of considerable magnitude. There are essentially three components:

a. Requests by mail for information about New Brunswick.
b. Visitor parties stopping to ask for information and services for their trip,
c. Assistance to secure accommodations en route.

Two operational programs have evolved as a result. They are the Tourist Information Centers, and the Dial-a-Nite Service. There is a network of information centers throughout the Province, staffed only in summer, providing maps, brochures

directions and other specific assistance to inquiring parties.

The Province-wide Dial-a-Nite Service is presently available only through nine locations and the number will need to be increased substantially over the next five years.

4. Literature Preparation

The Preparation and printing of high quality literature for tourist use is becoming increasingly complex and costly. The updating process and new developments in the Province requires annual revision and reprinting. Over the course of the next five years, it will be necessary to make large scale revisions and prepare new literature as a result of projected new parks and private facilities, upgrading and expansion, and changes in the road network.

X. TOURISM BENEFITS TO NEW BRUNSWICK

There are many kinds of benefits to be derived from a concerted effort in the development of our recreation and tourism resources. Some are direct and obvious benefits, while others - even though they are of substantial magnitude in terms of effect - are scarcely visible. The benefits are not confined to a few individuals or areas. Because of the nature of the industry they will be enjoyed by many people.

Expenditures generate impacts directly and indirectly. Economic impacts result from the direct and the multiplier effects of expenditures. An expenditure creates an income, which in turn, leads to a further series of expenditures - incomes - expenditures. Through this process, it has been estimated that the expenditure of $1.00 in tourism subsequently generates approximately $1.50 in the Provincial economy.

Total expenditures from tourism in 1971 were estimated at more than $44 million. The largest benefit from these expenditures are the 8,000 jobs in the tourism industry. The greatest economic impacts are obtained in the labour-intensive accommodation, food, and related services, where an estimated 50% of the expenditures were made. It is anticipated that by 1981, annual tourism expenditures could reach 2.5 times that of 1971.

Economic benefits to any region or local area vary directly with increases in local production of goods and services consumed by visitors.

The more local products and services are consumed, the greater are the local benefits, including both income and employment opportunities.

Public and private expenditures for all kinds of facilities and services, to meet new tourism or other demands, create economic impacts and benefits. The use of these facilities and services then generates additional rounds of expenditure - income - expenditure. New employment results from this expenditure chain. While it is not possible to estimate the amount of employment that will be generated in the private sector until further detailed studies are carried out, it is estimated that through the implementation of this plan public expenditures on tourism will generate 6,179 man-years of new employment over the 1972 - 1976 period. This in turn will create 640 man-years of employment for operations and maintenance annually after 1976.

The new emphasis on tourism will attract developers to New Brunswick, and in turn, others will be needed to provide goods and services for the first group. The combined effects of the new activity could be instrumental in reducing the out-migration of young people from the Province by providing opportunities for them here. The recent focus of more attention to the tourism industry has already led to an increase in economic activity, in the form of new investments which, in turn are creating new jobs. This activity will continue to grow as long as the industry and government cooperate in a systematic approach to problems and opportunities, and the citizens of the Province will benefit.

The development of the tourism industry can also improve the import/export balance of goods, services, and dollars in the Province. If more nonresident visitors come to New Brunswick and stay longer, while more residents take advantage of new recreational and vacation opportunities at home, then the result will be more spending and job creation within the Province.

Many people feel that living conditions and quality of life in metropolitan areas has been deteriorating as these city systems increase in size and complexity. Some industries, with the help of incentives, have relocated or set up new branch plants in smaller centers. The resulting experience for the industries has generally been favourable, and some measure of the success can be attributed to the improved living environment for the employees.

In addition, certain segments of the population, particularly retired people, are increasingly looking for a living environment that is drawn to a human scale.

While improving the quality of environment may not seem important to many, it is critically so in efforts to attract more nonresident vacationers to New Brunswick, as well as in attracting new industry. Improved environmental quality makes New Brunswick a more attractive place to live, work, and play.

APPENDIX A

SUMMARY OF PROGRAMS AND PROJECTS

BY OBJECTIVE

This section will briefly summarize, by objective, the programs and projects envisaged by the Department of Tourism over the next five years.

A. To encourage nonresidents of New Brunswick to visit or spend their vacations in New Brunswick.

- Out-of-Province offices to service inquiries and promote travel in New Brunswick (Toronto, Montreal, etc.).
- Use of television and radio.
- Magazine advertising.
- Participation in travel shows.
- Use of a mobile information center (in Canada and U.S.).

B. To encourage the residents of New Brunswick to spend their vacation in New Brunswick.

- Essentially, employ the same strategy as that used in accomplishing objective A.
- Educational services (literature distribution, illustrated talks, seminars, etc.).

C. To extend the vacation season and lengthen the time spent in New Brunswick on a particular vacation or trip.

- Programs to help achieve this objective are covered in other objectives, especially A and F.

- Develop and promote winter recreation (skiing, snowmobile trails, ice fishing, winter camping, etc.).
- Promote fishing in the spring season.
- Promote hunting in the fall season.
- Use of package tours in the off-season.

D. To educate the residents of New Brunswick on how to become better hosts and hostesses.

- Hospitality seminars with interested industry participants.
- Training courses for management and operation of tourist service outlets.

E. To inform the people of New Brunswick as to the value or benefits to be derived from the tourist trade.

- Educational services, television commercials and illustrated talks.
- Booth displays at strategic locations in the Province.
- Literature preparation and distribution.

F. To provide the desired recreational facilities for residents and nonresidents.

- Development of Provincial resource-oriented parks (Mount Carleton and Loch Alva).

- Continued development of other parks (Sugarloaf Mountain, Chaleur, Spednic Lake, Lake Utopia, Grand Manan, Les Jardins De La Republique).
- Renovating and updating of existing Provincial parks.
- Roadside picnic and rest areas.
- Assistance in developing community parks.
- Boat launching areas and wharves.
- A system of canoe routes.
- Historic and cultural developments.
- Recreational development on Indian Reserves.
- Hiking trails and snowmobile trails.
- Assistance for private development (financial and technical).
- Establishment of a loan board.

G. To gain more knowledge on supply and demand and the effects of developing the tourist industry such than an effective and rational planning procedure may be constructed.

- Inventories and surveys (Canada Travel Survey, Auto Exit Survey, Resource Base, etc.).
- Analysis and program evaluation (facility inventories, cost-benefit analysis, resource inventory, etc.).
- Short and long term planning.

- Research projects (market research, employment and income study, multiplier effects, tourist expenditures, advertising impact study, future needs of the industry, etc.).

H. To increase the economic effect of visitor expenditures.

- Promotion of local goods and services.
- Handicraft development and marketing.

I. To achieve and maintain a high level of environmental quality for the enhancement of outdoor recreation and tourism.

- Work in cooperation with other Government Departments involved.
- Clean-up campaigns.

J. To acquire and reserve lands for future recreation and/or preservation areas.

- Purchase significant areas (river frontage, lake frontage, seacoast, etc.) for future use.
- Shoreline management.
- Consideration for wild river parks.

K. To develop better information services regarding the recreational opportunities and facilities in New Brunswick.

- Tourist orientation centers at major entry points into the Province.

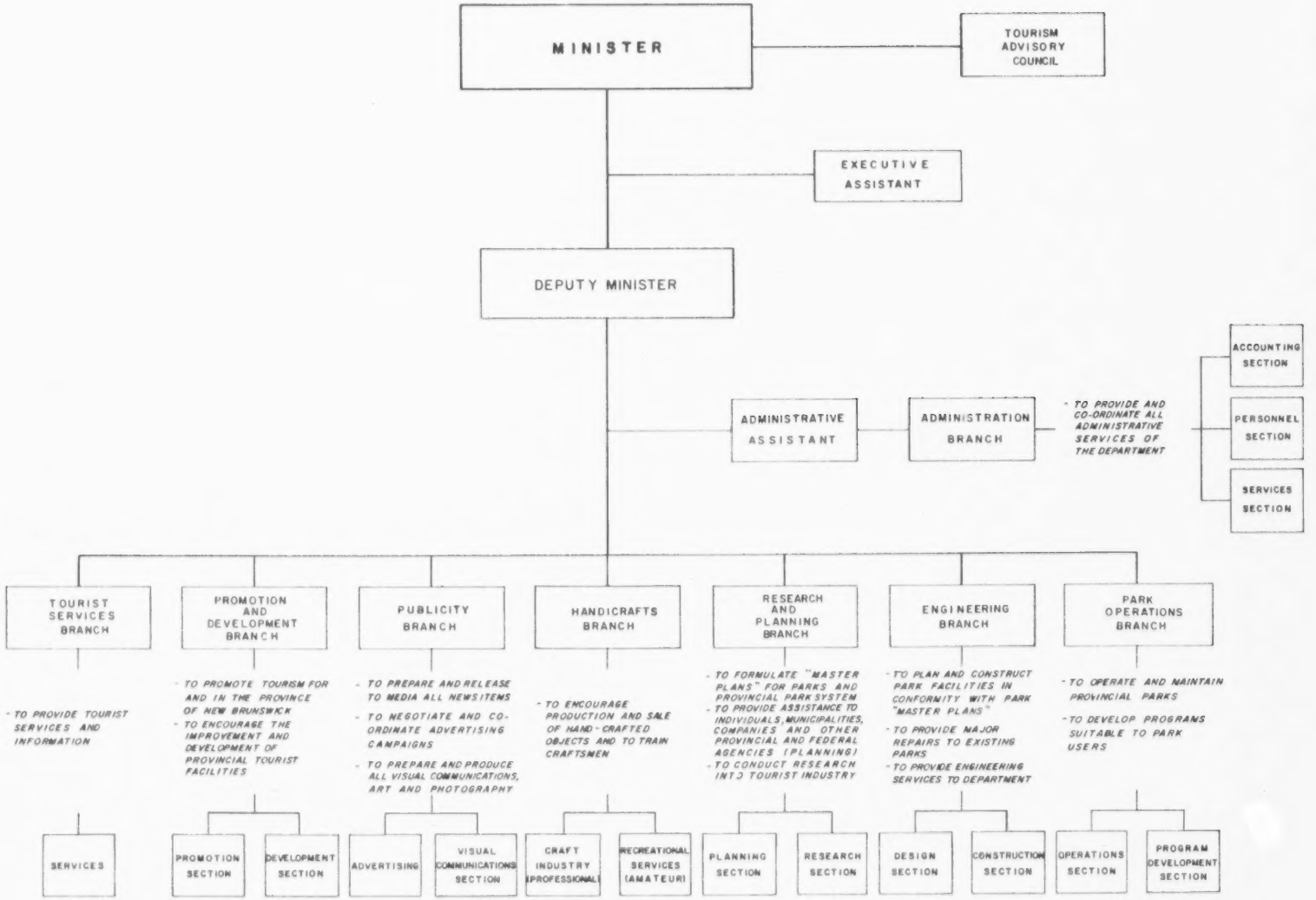
- Directional signing on highways.
- Inquiry servicing (literature by mail, tourist bureaus, dial-a-nite service, maps and booklets, special projects).

APPENDIX B

ORGANIZATION CHART OF DEPARTMENT

MAP OF PARK DISTRICTS

PLAN OF ORGANIZATION
NEW BRUNSWICK DEPARTMENT OF TOURISM
SHOWING BRANCH FUNCTIONS


MINISTER
TOURISM ADVISORY COUNCIL
EXECUTIVE ASSISTANT
DEPUTY MINISTER
ADMINISTRATIVE ASSISTANT
ADMINISTRATION BRANCH
- TO PROVIDE AND CO-ORDINATE ALL ADMINISTRATIVE SERVICES OF THE DEPARTMENT
ACCOUNTING SECTION
PERSONNEL SECTION
SERVICES SECTION
TOURIST SERVICES BRANCH
- TO PROVIDE TOURIST SERVICES AND INFORMATION
SERVICES
PROMOTION AND DEVELOPMENT BRANCH
- TO PROMOTE TOURISM FOR AND IN THE PROVINCE OF NEW BRUNSWICK
- TO ENCOURAGE THE IMPROVEMENT AND DEVELOPMENT OF PROVINCIAL TOURIST FACILITIES
PROMOTION SECTION
DEVELOPMENT SECTION
PUBLICITY BRANCH
- TO PREPARE AND RELEASE TO MEDIA ALL NEWSITEMS
- TO NEGOTIATE AND CO-ORDINATE ADVERTISING CAMPAIGNS
- TO PREPARE AND PRODUCE ALL VISUAL COMMUNICATIONS, ART AND PHOTOGRAPHY
ADVERTISING
VISUAL COMMUNICATIONS SECTION
HANDICRAFTS BRANCH
- TO ENCOURAGE PRODUCTION AND SALE OF HAND-CRAFTED OBJECTS AND TO TRAIN CRAFTSMEN
CRAFT INDUSTRY (PROFESSIONAL)
RECREATIONAL SERVICES (AMATEUR)
RESEARCH AND PLANNING BRANCH
- TO FORMULATE "MASTER PLANS" FOR PARKS AND PROVINCIAL PARK SYSTEM
- TO PROVIDE ASSISTANCE TO INDIVIDUALS, MUNICIPALITIES, COMPANIES AND OTHER PROVINCIAL AND FEDERAL AGENCIES (PLANNING)
- TO CONDUCT RESEARCH INTO TOURIST INDUSTRY
PLANNING SECTION
RESEARCH SECTION
ENGINEERING BRANCH
- TO PLAN AND CONSTRUCT PARK FACILITIES IN CONFORMITY WITH PARK "MASTER PLANS"
- TO PROVIDE MAJOR REPAIRS TO EXISTING PARKS
- TO PROVIDE ENGINEERING SERVICES TO DEPARTMENT
DESIGN SECTION
CONSTRUCTION SECTION
PARK OPERATIONS BRANCH
- TO OPERATE AND MAINTAIN PROVINCIAL PARKS
- TO DEVELOP PROGRAMS SUITABLE TO PARK USERS
OPERATIONS SECTION
PROGRAM DEVELOPMENT SECTION

PARK DISTRICTS

NEW BRUNSWICK DEPARTMENT OF TOURISM